

CULTURE OF EXCELLENCE COMMUNICATION PLAN:

Executive Summary - “the Why”

Inspiring Toughness, Trust, and Connectedness



September 10, 2021

WHY CULTURE MATTERS:

Culture is an enormous driver for organizations. Culture is at the core of who we are, what we do, and why we do it. Culture has the power to amplify or detract from every aspect of an organization. Future battles will not be won by technology or overwhelming industrial strength alone. America’s naval ingenuity, backed by a constitutional democracy, and a melting pot of people from diverse backgrounds brought together through strong morality, trust, and connectedness is our culture and our competitive advantage. We are driven to be the greatest Navy the world has ever seen. We must improve every day to outpace our adversaries as we develop and maintain a lethal warfighting force.

The Culture of Excellence (COE) is our Navy’s approach toward building an ideal environment that supports every member allowing them to meet their full potential. A culture that promotes psychological, physical, and spiritual toughness leads to maximized character, competence, and connectedness. When Sailors and civilians are stronger in mind, body, and spirit, we are undoubtedly a more effective and lethal warfighting force.

Communication of COE messaging, mission, and goals is one tool that leaders have to influence others to think and act in ways compatible to our objectives. To accomplish this, we must frequently engage in transparent and constructive interactions with all members, setting the example in establishing healthy, inclusive, and team-oriented environments.

Every one of us plays an integral part in fostering and promoting a Culture of Excellence. This is not a one-and-done event, but a continuous commitment to do the right thing every day. All of us must continue to reflect on personal actions, attitudes, and the way we interact with those around us. Improving our culture requires a personal pledge from each of us to invest in our own mental, physical, and emotional health while supporting others to do the same.

Our adversaries may change. Our technologies will evolve. Leaders will turn over. But our culture is enduring, and we must strive to make it excellent!

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BACKGROUND:

In order to enhance the psychological, physical, and spiritual well-being of our Sailors and civilians, Chief of Naval Operations (CNO) Admiral Michael Gilday unveiled a dynamic initiative called the Culture of Excellence (COE) in November 2019. COE is a Navy-wide approach to achieve warfighting excellence. It is achieved by fostering all aspects of toughness in our members; promoting organizational trust and transparency; and ensuring inclusion and connectedness among every Sailor, family member, and civilian throughout their entire Navy journey.

At the heart of COE lies a single fundamental question, what is our Navy’s culture? For years the perception of Navy culture was one of compliance – there are rules to follow; Sailors and civilians are compelled by the Navy to follow these rules under the restraint of punishment. COE was developed to move the Navy from a culture of compliance to one where Sailors and civilians are actively working to better themselves, their shipmates, and their commands.

COE focuses on Signature Behaviors to demonstrate what right looks like and provide Sailors and civilians an example to strive for. The Signature Behaviors are not a new program to be implemented, tracked, and reported on, nor are they a new mandatory training requirement. Signature Behaviors are embedded in every area of Navy’s current leadership continuum training, as well as elements of awards, fitness reports, evaluations, advancement exams, advancement, and promotions.

A significant number of Sailors and civilians already live these Signature Behaviors in their everyday lives, but now we need commands to recognize and promote what right looks like. While targeted response programs still exist and are needed, the emphasis has increased on proactively building resilient Sailors and civilians by teaching them strategies to improve performance and to prevent destructive actions before they occur. Getting to the left of destructive actions, or primary prevention, is central to COE efforts.

The COE’s focus on integrated primary prevention is a means to an end for promoting Signature Behaviors and preventing destructive behaviors through implementation of strategies for building toughness, trust, and connectedness among Sailors. This includes focus on healthy relationships and behaviors aimed at producing the life-work environment where Sailors thrive and are productive. The focus on integrated primary prevention in Navy and across the DoD continues to evolve with data informed, cross-cutting efforts that will further enable comprehensive primary prevention efforts at all echelons to support the COE. In addition, Navy efforts are underway to build a dedicated primary prevention workforce that will support

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leaders with integrating prevention policies, programs processes, and practices to increase individual and unit readiness.

Future warfighting excellence in the Navy requires a strong culture in which Sailors and civilians adopt the tenets of COE. Effective dissemination of COE themes, messages, and talking points to the fleet are a key driver of success. It is not enough to provide Sailors and civilians tools and resources; we must also explain to them why we should act differently and focus on positive behaviors, and provide them the access of training (as required) for these tools and resources.

This communication plan (COMPLAN) is a phased approach intended to create message synchronization between naval leadership and communicators relating to COE and associated programs. This plan seeks to expand communication efforts fleet-wide across three areas of focus:

- Develop a Lethal Warfighting Force
- Champion Signature Behaviors
- Support Effects-based Diversity, Equity, and Inclusion (DEI)

This document emphasizes the important COE themes, messages and talking points to provide overall strategy and the outreach tactics to meet the goal of increasing awareness of COE.

COMPLAN GOAL:

The overall goal of this communication plan is to create awareness and understanding of COE.

Over time, communications efforts will help shape behavioral change that will lead to a more lethal fighting force, reduce unplanned losses and increase Sailor and civilian sentiment of inclusion. Additionally, this COMPLAN will inform leaders where to find available tools to help reduce destructive behaviors. Through this COMPLAN, Sailors and civilians will be able to relate with COE and embody its 10 Signature Behaviors, increase their own strength and resiliency, and ultimately make the Navy a more ready and capable warfighting force.

COMPLAN OBJECTIVES:

The COMPLAN seeks to develop a steady drumbeat of messaging on “what right looks like” to influence culture change.

The intent is to increase understanding of what COE is through concise and consistent messaging. It is not to bombard Sailors and civilians with COE talking points. The 10 Signature Behaviors will serve as the initial catalyst for driving positive change and a recognizable aspect of COE.

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THEMES AND MESSAGES:

Leader-to-Leader Messaging:

The Leader-to-Leader talking points below are appropriate for use in briefs, information papers, speeches, training modules, and other products targeting a leadership audience.

Modeling Behaviors:

- We must empower Sailors and civilians to maintain a culture of healthy behaviors, consistently engage in actions that promote a higher standard, and optimize human performance. In turn, this establishes healthier, more inclusive communities for every Sailor, family member, and civilian throughout their Navy journey. We will reach warfighting excellence when all Sailors and civilians champion positive behaviors and consistently communicate and embody Navy cultural values at every level.

Culture Matters:

- Our Navy’s culture is the sum of our actions. Excellence, then, is not a singular act, but a habit ingrained over time. COE is in lockstep with our existing Navy Core Values, Ethos, and Core Attributes. We will create this transformation of behavior, customs, and culture at every level of our Navy.
- COE is focused on laying a foundation to enhance our inclusive and diverse Navy team by role-modeling positive behaviors and promoting healthy standards across our Navy.
- Fostering our COE requires a commitment to transforming the way we do business to break down barriers and rethink how we counter destructive behaviors. It involves providing strategies, policies, and tools that promote Signature Behaviors and rethink how we optimize performance and counter destructive behaviors. It’s up to us to commit to protect our people so that we can accomplish our mission.

Leader-to-Subordinate Messaging:

The Leader-to-Subordinate talking points below are appropriate for use in briefs, information papers, speeches, training modules, and other products targeting a subordinate audience.

Positive Presence:

- Championing a COE requires consistency and commitment. We must dedicate our time at work to supporting the mission and our shipments. After work and at home, we must be committed to making healthy choices and modeling Signature Behaviors. If we are consistent with our commitment to a COE, the results will pay long-term dividends.
- A positive outlook and attitude in the workplace promotes a healthy, more inclusive environment. A COE acknowledges that mistakes will be made, but promotes a safe

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place to admit faults and recognize missteps; a workplace without fear of retribution, but rather a chance for transformation.

- The best way to promote a COE is to lead by example. As service members, we all have the ability to lead. Be authentic, care about one another, strive for your best – as you do that, others around you follow suit.

Peer-to-Peer Messaging:

As Culture of Excellence manifests throughout the fleet, Sailors will be able to engage with their peers and promote continued excellence. As Sailors engage with each other, the following talking points and themes can be used.

Creators of Culture

- Culture is at the core of who we are. Within our divisions, units, and teams, we are the majority and we can create an environment that best represents who we are and who we want to be. Let us be remembered as the group that excelled in Warrior Toughness, Diversity, Equity, and Inclusion, and Physical Readiness. Let us be the group that can be modeled after.
- Our voice matters. Our leaders want to hear from us. The Navy is changing and we are empowered to make positive changes – let’s be more inclusive, more collaborative, be the creators of our culture.

Accountability

- Creating a COE does not fall on any one person, it falls on each of us. Daily, we must hold each other accountable for modeling Signature Behaviors, making healthy choices, doing our best. If one of us is having a hard day, help each other out. We are on the same side, striving to be a Lethal Warfighting Force driven to be the greatest Navy the world has ever seen.

PUBLIC STATEMENT:

The below can be used in any news story, plan of the day note, or other COE products:

“In order for the U.S. Navy to remain the world’s most dominant maritime force, we must forge the world’s greatest Sailors and civilians; men and women who embrace a culture of toughness, trust, and connectedness. The foundation of our culture increases strength and resiliency across the fleet, and is a combination of setting Signature Behaviors to aspire to, promotion of inclusivity and representation, and training our Sailors to build a mental and physical toughness to prepare them for any challenge. The Signature Behaviors call on Sailors and civilians to treat others with respect, take responsibility for their actions, and be a leader who encourages leadership in others. Signature behaviors help Sailors and civilians avoid making destructive

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decisions and optimize performance. The other elements of Culture of Excellence are complimentary ensuring that Sailors and civilians embody these values. As we embrace this Culture of Excellence, our Navy will grow stronger and more capable of winning tomorrow’s fight.”

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COMMUNICATIONS TACTICS:

Culture change requires buy-in from all levels of leadership and this COMPLAN provides a phased approach in which to amplify consistent messaging in support of COE objectives. This is a time investment, but like sharpening any tool, this time paid forward will save tenfold in return on investment. Achieving communication objectives of this plan requires a multi-channel communication approach. Three primary levers will be utilized to reach and connect with Sailors: Key Leader Engagement, Fleet Engagement, and Public Affairs Engagement.

Key Leader Engagement:

This tactic will include flag officers on the governance board visiting fleet concentration areas to speak on the deckplates and meet with command triads about COE. This will also coincide with “target of opportunities” that are milestones in Sailors’ careers, such as engagement at the graduation of CO/XO school and OCS graduation. The COE team will also arm unit commanding officers with “Leader Messaging” that can be used in All Hands Calls and in 1MC announcements.

Fleet Engagement:

Fleet (USFF/CPF/CNE-CNA) COE offices will conduct COE Workshops and Executive Steering Committees with subordinate operational commands. (See Appendix C)

Public Affairs Engagement:

Led by the CNP Public Affairs Directorate, public affairs will play a pivotal role in this plan in terms of public dissemination of messaging on social media and in traditional media. Public affairs will take on the majority of product development that will increase brand awareness of COE in order to build recognition of the overall intent and importance of the initiative.

The primary push of the public affairs effort will be social media posts and video spots that will explain what COE is and how it directly impacts Sailors, their commands and the Navy as a whole. Unit PA teams will also produce content to augment this effort with stories, photos and infographics telling the COE story from the fleet perspective as Sailors are modeling Signature Behaviors, toughness and inclusivity. Traditional media will be used to leverage major broadcast outlets in fleet concentration areas. Individual Sailors who are active on social media can also direct message (DM) videos and content to MyNavy HR for publication on MyNavy HR channels.

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RESPONSIBILITIES:

All hands must actively engage in transparent and constructive dialogue about how Signature Behaviors are critical in developing a Lethal Warfighting Force.

OPNAV N17 has the lead on the overarching communication efforts contained in this plan with oversight and management of companion/parallel efforts by fleet entities through governance, as well as support from COE Working Groups (WGs), Executive Working Groups (EWGs), Executive Steering Councils (ESCs), and Governance Boards (GBs).

CNP PA has the lead on public affairs specific elements, with close coordination with OPNAV N17. All PA units have release authority over respective COE products so long as release procedures comply with delegation authority outlined by the Fleet PAO.

The following units and staffs are in support:

- USFF/PACFLT/CNE-CNA Fleet N17 staffs – COE Workshops, WGs/EWGs/ESCs/GBs
- OCNR/CNIC/Chief of Chaplains/BUMED/USNA/NETC – WGs/EWGs/ESCs/GBs
- CNP PA staff – support with content development and message dissemination
- Other fleet PA staffs – support with content development of how units are creating COE on the deckplates
- CHINFO – assessment, media coordination
- Defense Media Activity – assist in product development
- NETC – inculcate COE awareness and Signature Behavior discussion into accession pipelines, RTC, NETC schools and commands syllabi

Additionally, in accordance with the COE Campaign Plan, these units should expect to present ongoing COE communications efforts at regularly scheduled meetings, such as COE WGs and EWGs.

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AUDIENCES:

COE messaging must remain consistent across all levels, but tailored accordingly to resonate with different audiences. Some examples include (but are not limited to):

- Command Triads
- Department Heads
- Junior Officers
- Chief Petty Officers
- Junior enlisted
- Accessions
- Members of Cultural Champion Network (CCN)
- Medical community
- Families
- DoN Civilians
- Congress
- Media
- U.S. general public

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APPENDICES:

- (A) Additional COE Messaging
- (B) Sample Public Affairs Tactics
- (C) Culture of Excellence Briefing Card
- (D) Signature Behaviors Briefing Card
- (E) Diversity, Equity, & Inclusion (DEI) Briefing Card
- (F) Expanded Operational Stress Control (E-OSC) Briefing Card

RESOURCES:

NAVADMINS:

[Culture Of Excellence NAVADMIN 254/19](#)

[Inclusion and Diversity NAVADMIN 188/20](#)

[The Cultural Champion Network NAVADMIN 318/20](#)

[E-OSC NAVADMIN 332/20](#)

Resource Links:

COE Charter

COE Mission, Vision, and Execution Framework

[Navy Leader Development Framework](#)

[Navy Family Framework](#)

[Navy Civilian Framework](#)

[Signature Behaviors Pamphlet](#)

[CCN Quick Reference Guide](#)

[Task Force One Navy Report](#)

[Inclusion & Diversity Goals and Objectives Glossy](#)

[Every Sailor, Every Day Campaign](#)

[The CCN Navigator Newsletter](#)

[Culture of Excellence Website](#)

[Expanded Operational Stress Control \(E-OSC\) Website](#)

[Inclusion and Diversity Website](#)

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APPENDIX (A) ADDITIONAL COE MESSAGING

The following messaging matrices tie to the COE Core Themes of Toughness, Trust, and Connectedness in order to develop and sustain a Lethal Warfighting Force. These specific Sailor-relevant talking points, intended to correspond with the COE motto of “I am a Sailor, We are a Team, This is Our Navy,” are appropriate for Sailor-facing engagements and should be role-modeled whenever possible.

Culture of Excellence Messaging Matrix:

	Toughness	Trust	Connectedness
I	“I can take a hit and come back stronger.”	“I look out for myself and my shipmates.”	“I am a valued member of my team and I value my other team members.”
We	“We must foster both physical and psychological toughness.”	“We rely on our Shipmates to have our backs.”	“We actively promote an inclusive culture and are open to diverse perspectives.”
Our Navy	“Working together to persevere, adapt, and grow through stressful situations is a sign of strength.”	“Feedback and transparency are desired at every level.”	“Every Sailor’s experiences matter and are valued.”

Developing a Lethal Warfighting Force and DEI Messaging Matrix:

	Developing a Lethal Warfighting Force	Diversity, Equity, & Inclusion
I	“I take personal responsibility for building and sustaining my resilience and toughness.”	“I respect and value others for who they are.”
We	“We help our shipmates to persevere, adapt, and grow through the challenges they face.”	“We know our shipmates make valuable contributions to the team.”
Our Navy	“We are committed to provide tools and resources to train, support, and build tough and resilient warfighters.”	“We promote positive command morale and quality of life.”

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CCN and E-OSC Messaging Matrix:

	Cultural Champion Network	Expanded Operational Stress Control
I	"I give attention to my wellbeing and feel confident seeking or providing help."	"I take personal responsibility for building and sustaining my resilience."
We	"We model Signature Behaviors and healthy norms at all levels of the Navy."	"We help our shipmates to persevere, adapt, and grow through the challenges they face."
Our Navy	"We care for Sailors and provide tools and resources to help them thrive in any condition."	"The Navy is committed to building resilient individuals and a resilient organization."

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APPENDIX (B) SAMPLE PUBLIC AFFAIRS TACTICS

Listed below are several public affairs tactics which will be deployed in support of this COE communications plan. These tactics are illustrative and PA staffs may utilize other communications methods to support COE as required:

COE Primer Video:

A video product to establish the baseline understanding of what COE is, how the Signature Behaviors make us better, and why it's imperative for the Navy's future. This video will also introduce future content Sailors can expect to see in the months ahead. This product will be shared across all command social media pages and hung on the COE web page, as well shown at important Navy venues such as Command INDOC and Safety Standdowns.

Sample primer video script:

---NARRATION-----

Not since the end of the cold war have tensions been so high, and you just need to look port and starboard to see why. To the west, China with an ambitious goal to build the world's largest Navy. And to the East, Russia who has no concern confronting us at sea, in the air, and in cyber space. Terror groups and hackers have launched a war of their own - challenging our very way of life.

---NARRATION-----

----MUSIC BREAK----

(:05)

----MUSIC BREAK----

---NARRATION-----

While our technology is cutting edge... it's our Sailors, an all-volunteer force standing shoulder to shoulder, united in a common cause of protecting freedom, who make the United States Navy the world's best. To ensure that we maintain the advantage... our Sailors must be ready physically... and just as important... mentally. And no Sailor can go it alone. One Team, One fight. One diverse team... One inclusive team... One team leveraging every advantage each Sailor brings to the fight.

---NARRATION-----

----MUSIC BREAK----

(:05)

----MUSIC BREAK----

---NARRATION-----

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We've lost shipmates to mishaps that could have been avoided and/or to destructive behaviors where we should have seen the signs. To win this fight, we need all hands on deck. Our shipmates have our backs... and we have theirs. We need to strengthen our culture and live a life of integrity. A life that's an example to others. A life of taking responsibility for ourselves and others. We need to embrace a culture of Excellence... And settle for nothing less.

---NARRATION-----

----MUSIC BREAK----

(:05)

----MUSIC BREAK----

---NARRATION-----

Our Navy culture is a reflection of each and every one of us. We own this. At every level. Our Navy's and country's future depends on the culture we build together. The culture we shape right now. Our ability to win our nation's wars... secure our nation's future... and keep the fire of freedom burning... depends on it.

---NARRATION-----

----MUSIC FADES----

(:05)

----MUSIC FADES----

COE Primer Series:

A follow-on to the minute-long primer video, a series of 30-second videos with similar narration about how individuals should live out a Signature Behavior or specific element of COE. These videos will be produced in coordination with the Defense Media Activity and broadcasted as commercials on both Armed Forces Network and Direct to Sailor that will go to each individual ship.

Step-It-Up Conversations:

Live Instagram roundtable discussions hosted monthly, centered around that month's Signature Behavior theme (as referenced above). To entice participation, senior Naval Leadership as well as well-known names from the civilian sector will be invited to participate as a "celebrity guest." Although this will be exclusively run by CNP on the MyNavy HR Instagram page, other commands and senior leaders will be invited to participate.

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Culture of Excellence Warrior of the Week:

Action photo(s) with a caption of a Sailor who is living out the Signature Behaviors of COE. Photos should be shot horizontally and caption should include information about the Sailor, what Signature Behavior the Sailor embodies, and what impact they have made at their respective command.

Signature Minute:

Minute-long videos shot vertically for Instagram (Reels) and Facebook (Stories) in selfie-style and feature Sailors speaking about one specific Signature Behavior and what it means to them. Sailors recording these videos should introduce themselves and identify what Signature Behavior is most important to them.

Fleet Concentration Media Engagements:

A series of media engagements in fleet concentration areas with COE Flag officers and senior enlisted. Fleet concentration areas include Norfolk, San Diego, PACNORWEST, and Jacksonville.

Monthly Communication Themes:

PA print stories, videos and infographics will be generated to an element of Culture of Excellence. The items listed below are specific to the Signature Behaviors, but can be leveraged to speak to broader COE areas of focus. For example, how treating everyone with respect leads to inclusivity, and inclusivity leads to a stronger Navy team.

August – Treat every person with RESPECT

September – Take RESPONSIBILITY for my actions

October – Hold others ACCOUNTABLE for their actions

November – INTERVENE when necessary

December – Be a LEADER and encourage LEADERSHIP in others

January – GROW personally and professionally every day

February – Embrace the DIVERSITY of ideas, experiences and backgrounds of individuals

March – Uphold the highest degree of INTEGRITY in professional and personal life

April – Exercise DISCIPLINE in conduct and performance

May – Contribute to team success through ACTIONS and ATTITUDES

June – LETHAL WARFIGHTING FORCE

July – EFFECTS-BASED DEI

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Step it Up Series 12-Month Outlook:

Step It Up Series	
IG Live First Thursday of each month at 1400 EST	
August	RESPECT
September	RESPONSIBILITY
October	ACCOUNTABILITY
November	WHEN TO INTERVENE
December	LEADERSHIP
January	PERSONAL GROWTH
February	DIVERSITY
March	INTEGRITY
April	DISCIPLINE
May	ACTIONS AND ATTITUDE
June	LETHAL WARFIGHTING FORCE
July	EFFECTS-BASED DEI

TIMELINE:

Date	Lead	Tactic	Objective	Platform/Channels
15 SEPT	CNP PA	COE Primer Video	Inform fleet about what COE is	All SM
15 SEPT	CNP PA	Fleet Media Roll out	Inform fleet about what COE is	Fleet Media
Every Monday	CNP PA	COE Warrior of the Week	Highlight a specific individual with either photo/video	All SM
Monthly	CNP PA	COE Warrior of the Month	Highlight that month's Culture of Excellence Warrior	Sailor-to-Sailor Newsletter
Bi-Monthly	CNP PA	Signature Minute	Focus on Signature Behaviors in authentic voice	All SM
Monthly	CNP PA	Step-It-Up conversation (see below for line up)	Greater awareness of signature behaviors	Instagram

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APPENDIX (C) CULTURE OF EXCELLENCE BRIEFING CARD

Why Culture Matters:

Culture is an enormous driver for organizations. Culture is at the core of who we are, what we do, and why we do it. Culture has the power to amplify or detract from every aspect of an organization. Future battles will not be won by technology or overwhelming industrial strength alone. America's naval ingenuity, backed by a constitutional democracy and a melting pot of people from diverse backgrounds brought together through strong morality, trust, and connectedness is our culture and our competitive advantage. We are driven to be the greatest Navy the world has ever seen. We must improve every day to outpace our adversaries.

The Culture of Excellence (COE) is our Navy's approach toward building an ideal environment that supports every member allowing them to meet their full potential. A culture that promotes psychological, physical, and spiritual toughness leads to maximized character, competence, and connectedness. When Sailors and civilians are stronger in mind, body, and spirit, we are undoubtedly a more effective and lethal warfighting force.

Background:

At the heart of COE lies a single fundamental question, what is our Navy's culture? For years the perception of Navy culture was one of compliance – there are rules to follow; Sailors and civilians are compelled by the Navy to follow these rules under the restraint of punishment. COE was developed to move the Navy from a culture of compliance to one where Sailors and civilians are actively working to better themselves, their shipmates, and their commands. COE focuses on Signature Behaviors to demonstrate what right looks like and provide Sailors and civilians an example to strive for. While reactionary response programs still exist, the emphasis has shifted toward proactively building resilient Sailors and civilians with intervention strategies to prevent destructive actions before they occur and improve performance.

In order to create and sustain this culture, Navy leaders have identified three main focus areas:

- Develop a Lethal Warfighting Force
- Champion Signature Behaviors
- Support Effects-based Diversity, Equity, and Inclusion.

Statement:

In order for the U.S. Navy to remain the world's most dominant maritime force, we must forge the world's greatest Sailors and civilians; men and women who embrace a culture of toughness, trust, and connectedness. The foundation of our culture increases strength and resiliency across the fleet, and is a combination of setting Signature Behaviors to aspire to, promotion of inclusivity and representation, and

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training our Sailors to build a mental and physical toughness to prepare them for any challenge. The Signature Behaviors call on Sailors and civilians to treat others with respect, take responsibility for their actions, and be a leader who encourages leadership in others. Signature behaviors help Sailors and civilians avoid making destructive decisions and improve performance. The other elements of Culture of Excellence are complimentary ensuring that Sailors and civilians embody these values. As we embrace this Culture of Excellence, our Navy will grow stronger and more capable of winning tomorrow's fight.

Key Messages:

Modeling Behaviors

- We must empower Sailors and civilians to maintain a culture of healthy behaviors, consistently engage in actions that promote a higher standard, and optimize human performance. In turn, this establishes healthier, more inclusive communities for every Sailor, family member, and civilian throughout their Navy journey. We will reach warfighting excellence when all Sailors and civilians champion positive behaviors and consistently communicate and embody Navy cultural values at every level.

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- COE is focused on laying a foundation to enhance our inclusive and diverse Navy team by role-modeling positive behaviors and promoting healthy standards across our Navy.
- Fostering our COE requires a commitment to transforming the way we do business to break down barriers and rethink how we counter destructive behaviors. It involves providing strategies, policies, and tools that promote Signature Behaviors and rethink how we optimize performance and counter destructive behaviors. It's up to us to commit to protect our people so that we can accomplish our mission.

Positive Presence

- Championing a COE requires consistency and commitment. We must dedicate our time at work to supporting the mission and our shipments. After work and at home, we must be committed to making healthy choices and modeling Signature Behaviors. If we are consistent with our commitment to a COE, the results will pay long-term dividends.
- A positive outlook and attitude in the workplace promotes a healthy, more inclusive environment. A COE acknowledges that mistakes will be made, but promotes a safe place to admit faults and recognize missteps; a workplace without fear of retribution, but rather a chance for transformation.

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- The best way to promote a COE is to lead by example. As service members, we all have the ability to lead. Be authentic, care about one another, strive for your best – as you do that, others around you follow suit.

Creators of Culture

- Culture is at the core of who we are. Within our divisions, units, and teams, we are the majority and we can create an environment that best represents who we are and who we want to be. Let us be remembered as the group that excelled in Warrior Toughness, Diversity, Equity, and Inclusion, and Physical Readiness. Let us be the group that can be modeled after.
- Our voice matters. Our leaders want to hear from us. The Navy is changing and we are empowered to make positive changes – let's be more inclusive, more collaborative, be the creators of our culture.

Accountability

- Creating a COE does not fall on any one person, it falls on each of us. Daily, we must hold each other accountable for modeling Signature Behaviors, making healthy choices, doing our best. If one of us is having a hard day, help each other out. We are on the same side, striving to be a Lethal Warfighting Force driven to be the greatest Navy the world has ever seen.

Questions and Answers:

Q1: How is the Culture of Excellence different from previous initiatives?

A1: CNO Michael Gilday has stated that “aiming to simply avoid doing the wrong thing is too low a bar” and “we [must] actively pursue the things that are right.” We have to evolve beyond only responding to incidents after they happen. This is a fantastic summation of what the Culture of Excellence seeks to achieve. The Culture of Excellence approach focuses on preventing destructive behaviors before they happen instead of reacting after the fact. By shifting our mindset away from reactive responses and toward proactive measures, we can get “left of the problem” and mitigate destructive behaviors before they take place. We want to provide Sailors with simple tools and resources that help them become more resilient now and reduce the likelihood of descending into destructive behaviors.

Q2: How can Sailors and units foster a Culture of Excellence even during difficult times such as these?

A2: Our culture shines if good or falters if bad when put to the test, and is especially critical in difficult times and in the face of adversity. Every one of us plays an integral part in fostering and promoting a Culture of Excellence. This isn't a one-and-done thing, but a continuous commitment to do the right thing every single day. Trust and connectedness foster open and honest feedback, leaders can get a true sense of situations, and intervene or provide resources when necessary. All Sailors must take responsibility for their actions and environment, and be willing to speak up when something isn't quite right.

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Q3: How are resiliency and toughness promoted with Culture of Excellence?

A3: It is critical that each one of us take time to care for ourselves, our families and our shipmates. As CNO has stated many times, the most important part of America's Navy is not our ships, aircrafts, weapons or technology - it is our Sailors. Sailors are the U.S. Navy's asymmetric advantage. To truly optimize our Navy teams performance, it requires everyone to understand that help-seeking behavior is a sign of strength and vital to keeping us at our best. Seeking help or embracing self-care looks different for all of us, but we encourage our Sailors to develop, nurture, and care for their mental, physical, and spiritual health. When Sailors are stronger in mind, body and spirit, we are a stronger Navy.

Q4: Why are diversity, equity, and inclusion important to the Navy?

A4: We understand that for Sailors to be mission ready, able to deter aggression, and maintain freedom of the seas, they need to feel included, respected, and empowered. Mission readiness is stronger when diverse strengths are used and differing perspectives are applied. By embracing DEI in our day-to-day work and decisions, we harness the creative power of our differences, putting forward actions and strategies that accelerate and enable our Navy's warfighting advantage.

Q5: How is Expanded Operational Stress Control (E-OSC) different the previous OSC Program?

A5: Unlike OSC, E-OSC is a peer-to-peer program which integrates combat and operational stress control (COSC) practices with psychological resilience and mindfulness training to improve the psychological readiness and toughness of Sailors and units. Research has shown that resilience principles can be taught and enhance a person's overall wellbeing and performance. This includes improving positive coping and problem-solving skills, as well as physical fitness, mental fitness, spiritual fitness, and social support. E-OSC is designed as a single comprehensive curriculum to increase resilience and strengthen toughness resulting in improved individual and unit readiness. E-OSC is intended for every Sailor to participate in and utilize for themselves and their shipmates; once exposed to the philosophy, it is EVERYONE's responsibility to recognize when a sailor needs help and to intervene.

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APPENDIX (D) SIGNATURE BEHAVIORS BRIEFING CARD

Background:

In February 2020, the United States Fleet Forces, United States Pacific Fleet, and United States Naval Forces Europe/Africa teamed together to send a 12-star message to every Sailor and civilian in the U.S. Navy. The message was prepared as a supporting element to CNO's Culture of Excellence. These behaviors align to Culture of Excellence's Core Themes of Toughness, Trust, and Connectedness and are consistent and expand upon Navy Core Values, Navy Ethos, and Core Attributes as a means to imbue and reinforce positive behaviors among all Sailors. The Culture of Excellence is the foundational approach supporting our cultural transformation, incorporating and building off the guiding principles seminal to *Navy Leader Development Framework 3.0*, *Navy Family Framework*, *Navy Civilian Framework* and the *One Navy Team Guidance*.

To support the larger Culture of Excellence effort, the Navy released a series of Signature Behaviors founded on the existing ideals mentioned above that exemplify the positive behaviors desired of our Sailors. The Navy used a model from the Australian Defense Force (ADF) to develop these behaviors. Sailors and civilians should strive to embed Signature Behaviors in every area of the Navy's current leadership continuum training, as well as elements of awards, fitness reports, evaluations, advancement exams, advancement and promotions.

The 10 Signature Behaviors:

1. Treat every person with respect
2. Take responsibility for my actions
3. Hold others accountable for their actions
4. Intervene when necessary
5. Be a leader and encourage leadership in others
6. Grow personally and professionally every day
7. Embrace the diversity of ideas, experiences and backgrounds of individuals
8. Uphold the highest degree of integrity in professional and personal life
9. Exercise discipline in conduct and performance
10. Contribute to team success through actions and attitudes

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Navy Core Values & Ethos	Signature Behaviors	Core Attributes
Honor	Treat every person with respect	I N T E G R I T Y
	Take responsibility for my actions	
Courage	Hold others accountable for their actions	A C C O U N T A B I L I T Y
	Intervene when necessary	
Commitment	Be a leader and encourage leadership in others	I N I T I A T I V E
	Grow both personally and professionally every day	
	Embrace the diversity of ideas, experiences, and backgrounds of all individuals	
Ethos: Integrity	Uphold the highest degree of integrity in professional and personal life	T O U G H N E S S
Ethos: Discipline	Exercise discipline in conduct and performance	
Ethos: Teamwork	Contribute to team success through actions and attitudes	

Key Messages:

- The Navy's Signature Behaviors are designed to provide a consistent and concrete way to communicate behavioral expectations of all Sailors and civilians serving in America's Navy. Additionally, they are actionable examples of Navy Core Values, Navy Ethos, Culture of Excellence Core Themes and Core Attributes in both day-to-day operations and in situations that may test their personal character.
- The Navy's Signature Behaviors are not a programs with a reporting requirement. They are a set of positive actions that support our professional and personal lives. When fully adopted and put into practice in our daily lives, these actions and behaviors foster mental, physical, spiritual and emotional toughness; promote organizational trust and transparency; and ensure connectedness with our One Navy Team.
- The most important strength of America's Navy is not our ships, aircraft, weapons or technology. As vital as the hardware is, our Navy's resides with the American Sailor.
- The 21st Century Sailor puts as much effort into character strength as they do professional and physical strength. The Signature Behaviors are designed to reinforce the already high caliber of character demonstrated by most Navy personnel every day. Our public and private behaviors must live in harmony with our warfighting excellence.

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Questions and Answers:

Q1. What actions, if any, are required now that the document has been released publicly through the GENADMIN and on the websites?

A1. Leaders should live the Signature Behaviors and encourage all Sailors to live them. Officer and enlisted leadership will integrate Signature Behaviors into the conversation whenever appropriate, especially in relation to discussion about promotion of Navy Core Values, Navy Ethos, Culture of Excellence Core Themes and Core Attributes. Signature Behaviors should be introduced as a means of promoting our overarching organizational ideals fundamental to Culture of Excellence.

Q2. Which documents promulgated the Signature Behaviors?

A2. The CNO Culture of Excellence NAVADMIN 254/19, the 12-star message, and the Signature Behaviors 2.0 promulgated the Signature Behaviors into the conversation whenever and wherever the topics regarding Navy Core Values, Navy Ethos, Culture of Excellence Core Themes and Core Attributes are discussed.

Q3. Are there trainings offered so Sailors and leadership understand how to incorporate these into things like FITREPs and Evaluations?

A3. The Signature Behaviors are not a new program to be implemented, tracked, and reported on, nor are they a new mandatory training requirement. Signature Behaviors are embedded in every area of Navy's current leadership continuum training, as well as elements of awards, fitness reports, evaluations, advancement exams, advancement and promotions.

Q4. Is there any guidance on how Signature Behaviors compare to technical capabilities in one's job?

A4. Embodying Signature Behaviors does not conflict with job competencies or mission readiness. Living Signature Behaviors is synonymous with living Navy Core Values, Navy Ethos, Culture of Excellence Core Themes and Core Attributes. This is not an either/or comparison and in no way conflicts with the technical capabilities of one's job. Living Signature Behaviors will make one a better operator.

Q5. Was the creation of the Navy's Signature Behaviors a knee-jerk reaction to incidences of social media misconduct and other destructive behaviors of members of the military, including sexual assaults, commander and senior-enlisted leader reliefs, DUIs, etc.?

A5. This is not a "knee-jerk reaction" and has been in development since 2012. The Signature Behaviors speak to what we can and should do, a culture of "yes", and move away from what we should not do and a culture of "no". The Navy has always been concerned about behavior incidents, command climate, evolving the culture, and "getting left" of destructive behaviors. We continue to look for ways to help shape a positive environment that will achieve a Culture of Excellence.

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APPENDIX (E) DIVERSITY, EQUITY, & INCLUSION BRIEFING CARD

Background:

Our Navy team is as diverse as our mission set. We operate in every environment—from undersea to space to the information domain and beyond. Our Sailors come from around the world—rural, urban, and suburban environments—with different cultures, histories, perspectives, and ways of thinking. We bring diversity to the fight—it is our warfighting advantage. However, diversity alone is not the answer. Without equity and inclusion, diverse perspectives can lead to friction and conflict in thoughts and opinions. We must actively include all perspectives to harness the creative power of diversity.

Every Active and Reserve Sailor and civilian brings a unique set of skills to our team—actively seeking out and leveraging these skills are key to reaching our maximum potential. We will achieve this through a Culture of Excellence. By fostering a culture of inclusion that champions toughness, trust, and connectedness to achieve warfighting excellence, every person and unit in the Navy will maximize their potential and be ready for decisive combat operations. Our leaders must empower our teams to think more clearly, learn more rapidly, and make better decisions more quickly and more accurately than our adversaries. We will become a more innovative and agile force for the future.

DEI Goals & Objectives:

- **Goal 1:** Institutionalize diversity, equity, and inclusion across our Navy
- **Goal 2:** Attract and recruit the best talent from our diverse nation to cultivate a high performing and innovative workforce
- **Goal 3:** Develop and retain Sailors and civilians by ensuring an inclusive culture across our workforce

Key Messages:

- The Navy is committed to DEI and we will strengthen the Navy Team by fostering a culture of inclusion that champions the COE Core Themes of Toughness, Trust, and Connectedness to achieve warfighting excellence. Every person and every unit in the Navy will maximize their potential and be ready for decisive combat operations to successfully maintain warfighting readiness.
- In our Navy, DEI is a priority and it is up to all of us to not only identify barriers to inclusion and equity at the individual, group, and organizational levels, but also work together to ensure Sailors are respected and valued; trust they can speak up and be heard; and feel as if they belong and

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are treated equitably. Ultimately, our diversity, equity, and inclusion all contribute to our asymmetric advantage.

- Driving toward a Culture of Excellence requires a commitment to transforming the way we do business to break down barriers and committing to protect our people so that we can accomplish our mission. Diversity is a source of strength for the Navy and is a key component to maintaining our highest state of readiness. Diversity encompasses more than race and gender—we seek to include diversity of thought, background, language, culture, and skills. Our force comes from a diverse populous and our military is better prepared when it reflects the nation it serves.
- Our mission is growing, our competitors are getting stronger, and we must adapt and stay one step ahead. We're facing new adversaries in new ways and with new technology and these challenges to our traditional warfighting advantages must be met by our most important asset—our people. We will meet these new challenges by attracting, recruiting, and retaining diverse talent, promoting an inclusive culture across our Active, Reserve, and civilian workforce and by institutionalizing DEI across the Navy.
- A critical component of the Navy's DEI work was fueled by Task Force One Navy (TF1N). TF1N provided an opportunity to focus organized resources and amplify diverse perspectives to develop strategies to address systemic inequities within the Navy. A total of 56 TF1N recommendations and enduring initiatives can be found in the released [TF1N report](#).
- TF1N was established at the direction of the Chief of Naval Operations (CNO) Admiral Michael Gilday, and was comprised of people of all races, ethnicities, gender, ages, and ranks from across our Navy with a unified goal to identify barriers and recommend corrective actions at specific career waypoints in a Sailor's journey to eliminate inequalities.

TF1N's goal was to analyze and evaluate issues in our society and military that detract from Navy warfighting readiness, such as racism, sexism, and other structural and interpersonal biases and provide a list of recommendations to the CNO to attain significant, sustainable DEI-related reform.

Questions and Answers:

Q1. What is diversity?

A1: Diversity is the practice or quality of including or involving people from a range of different backgrounds, characteristics, and attributes. It is consistent with our core values, integral to overall readiness and mission accomplishment, and reflective of the nation we serve. Diversity of thought is the concept that all individuals bring varying, diverse perspectives and approaches to the fleet—which is necessary for developing robust solutions to complex problems.

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Q2: What is equity?

A2: Equity is the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment based on race, color, religion, sex (including gender identity), national origin, sexual orientation, persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality (Executive Order 13985).

Q3: What is inclusion?

A3: Inclusion is valuing and integrating each individual's perspectives, ideas, and contributions into the way an organization functions. Being inclusive is deliberately engaging our diverse resources: the skills, capabilities, and talents of our Sailors and civilians. Inclusive leaders actively form diverse teams, engage all team members, foster a culture where all team members are encouraged to provide their thoughts and opinions, and seek to understand all perspectives to enable growth and team performance.

Q4: Why are diversity, equity, and inclusion important to the Navy?

A4: We understand that when Sailors feel included, respected and empowered, they are mission ready, able to deter aggression and maintain freedom of the seas. Mission readiness is stronger when diverse strengths are used and differing perspectives are applied. By embracing DEI in our day-to-day work and decisions at a fundamental level, we harness the creative power of our differences, putting forward actions and strategies that accelerate and enable our Navy's warfighting advantage.

Q5. What instructions can commands refer to regarding Navy DEI policies?

A5. For the most recent released NAVADMINs please go to our [MyNavyHR Site](#). Relevant NAVADMINs include:

- [044/21 STAND-DOWN TO ADDRESS EXTREMISM IN THE RANKS](#)
- [042/21 RESCINDING IMPLEMENTATION OF EXECUTIVE ORDER ON COMBATING RACE AND SEX STEREOTYPING](#)
- [032/21 CNO MESSAGE TO THE FLEET ON EXTREMIST BEHAVIOR](#)
- [009/21 FAMILY READINESS UPDATE](#)
- [188/20 NAVY INCLUSION AND DIVERSITY \(CORRECTED COPY\)](#)
- [051/20 NAVY INCLUSION AND DIVERSITY POLICY UPDATE](#)

Q6. What DEI support is available for Sailors and their commands?

A6. DEI practitioners are appointed to implement current DEI initiatives and align DEI efforts across the fleet. Please reach out to altn_usn_inclusion_and_diversity@navy.mil to connect with your DEI practitioner or learn about how you can support your command.

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Q7. What steps are being taken to continue to increase DEI in our Navy?

A7. Our mission is to continue to increase cultural collaboration and understanding and strengthen our internal support infrastructure, now and in the future. We enable this through our Command Managed Equal Opportunity (CMEO) Program, which promotes positive command morale and quality of life, and ensures that merit, ability, and performance lead to promotions by providing an environment where all personnel can perform to their maximum ability.

Additionally, the Navy convened TF1N at the direction of CNO Admiral Michael Gilday to analyze and evaluate issues in our society and military that detract from warfighting readiness, such as racism, sexism, and other structural and interpersonal biases. The Navy used momentum from current events to accelerate dialogue and actions to drive significant, sustainable, and measurable change.

Q8. How much input did Sailors, specifically Sailors from underrepresented communities, have in writing TF1N recommendations?

A8. We welcomed input from throughout the fleet and had a very diverse representation on the task force that produced these recommendations. TF1N utilized experienced Navy facilitators to conduct 285 interviews and focus group sessions, gathering feedback from 898 officers and enlisted Sailors across various demographic groups (rank, race/ethnicity, gender). Additionally, TF1N leadership conducted small group listening sessions with a range of Sailors, which allowed them to provide insights into their Navy experiences.

Q9. I've seen other task forces convened and most do not produce results. How is this any different?

A9. TF1N harnessed the capability of the enduring CNO-led Culture of Excellence. This approach is the underpinning that drives Navy's culture toward continued positive, inclusive organizational and individual actions and the adoption of Signature Behaviors across the fleet. Culture of Excellence serves as the forcing agent to act upon the work and recommendations of TF1N.

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APPENDIX (F) EXPANDED OPERATIONAL STRESS CONTROL (E-OSC) BRIEFING CARD

Background:

Expanded Operational Stress Control (E-OSC) is a peer-to-peer program which integrates combat and operational stress control (COSC) practices with psychological resilience and mindfulness training to improve the psychological readiness and toughness of Sailors and units. Research has shown that resilience principles can be taught and enhance a person's overall wellbeing and performance. This includes improving positive coping and problem-solving skills, as well as physical fitness, mental fitness, spiritual fitness, and social support. E-OSC is designed as a single comprehensive curriculum to increase resilience and strengthen toughness resulting in improved individual and unit readiness. E-OSC is intended for every Sailor to participate in and utilize for themselves and their shipmates; once exposed to the philosophy, it is EVERYONE's responsibility to recognize when a sailor needs help and to intervene.

E-OSC was developed by the Naval Center for Combat & Operational Stress Control (NCCOSC) and is based on best practices for managing combat and operational stress and for building resilience and mental toughness. Through methodical training and practice, Sailors learn about the mind-body connection and how understanding and adapting to stress and challenges can be used to build resilience and toughness. E-OSC has been adopted as a tool for the Command Resilience Team (CRT) in the Culture of Excellence initiative and involves synergistic components that include stress education, resilience building, and vulnerability detection/mitigation through buddy care, unit assessment, and the Stress-o-Meter, which support leaders and commands to better anticipate potential challenges related to Sailor resilience and make timely, agile interventions.

Key Messages:

- E-OSC is a peer-to-peer program which integrates COSC practices with psychological resilience and mindfulness training to improve the psychological readiness and toughness of Sailors and units. E-OSC is designed as a single comprehensive curriculum to increase resilience and strengthen toughness resulting in improved individual and unit readiness.
- Evidence-informed practices can enhance Sailor resilience and toughness through adaptive coping, positive mindset, cognitive and behavioral regulation, problem-solving, sleep, physical fitness, mind-body practices, and social support.
- E-OSC will become a self-sustaining program within each command. OPNAV N17 and NCCOSC will also establish periodic engagement opportunities for Team Leaders (TL) to discuss challenges

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and share solutions. The TL will have access to the E-OSC Support Center which contains a variety of materials and training aids.

- Previous studies have demonstrated that individuals trained in resilience can teach these skills effectively to others, providing evidence for the “Train the Trainer model”. One of the advantages of the E-OSC program is that it is modular and adaptable to the needs of each command.
- E-OSC training includes 14 modules which cover basic stress optimization techniques, resilience building, and command-wide implementation guidance.

Questions and Answers:

Q1: How is E-OSC different the previous Operation Stress Control (OSC) Program?

A1: We’re facing new adversaries in new ways and with new technology and these challenges to our traditional warfighting advantages must be met by our most important asset—our people. In 2019, NAVADMIN 222/19 expanded the Navy’s OSC Program to include all Navy units regardless of deployment status. Previously, OSC training was only given to deploying units as part of their pre-deployment training cycle by mobile training teams. However, research suggested that this was not the optimal time to teach stress management and training needed to be sustained continuously within a unit. To address this, the Navy took a new approach and developed E-OSC as a tool to be used by the CRT, training commands throughout the deployment cycle, not just prior to deployment.

Q2: When will E-OSC come to my command?

A2: The E-OSC program began implementation with the release of NAVADMIN 332/20. A pilot program began in October 2020 with 12 operational commands on both the east and west coast. From 6 July to 9 December 2021 OPNAV N17 will train TLs and Assistant Team Leads (ATLs) for every command in the Navy. E-OSC should be implemented in every command no later than January 2022.

TLs and ATLs will attend a two and a half day “Train the Trainer” course taught by E-OSC Training Facilitators. The training will be conducted virtually with 10 classes offered each week across multiple time zones. Commands are directed to identify their E-OSC TLs and ATLs as soon as possible and enroll them in the earliest possible training.

The requirement for TLs and ATLs are as follows:

- TLs must be E7 and above or GS-11 and above with one year left at the command.
- ATLs must be E6 and above or GS-11 and above with one year left at the command.

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- Commands with a civilian population of 60 percent or more may appoint a civilian TL or ATL. However, whenever possible, one of the positions should be a uniformed member.

The registration process can be accessed at:

<https://esportal.med.navy.mil/bumed/rh/m3/m33/nccosc/activity/center/index.aspx>

Further information can also be referenced by reviewing NAVADMIN 332/20.

Q3: What does the E-OSC training look like and how long will it take?

A3: E-OSC training includes six evidence-informed modules, which include resilience, mindfulness, the Stress Continuum Model, core leader functions, Combat and Operational Stress First Aid, Buddy Care, and Unit Assessment. The entire training takes two and a half days to complete.